

CORPORATE STATEMENT

SUSTAINABLE GROWTH

Swire Pacific is a Hong Kong-based international conglomerate with a diversified portfolio of market leading businesses. The Company has a long history in Greater China, where the name Swire or 太古 has been established for over 150 years.

Our aims are to deliver sustainable growth in shareholder value, achieved through sound returns on equity over the long term, and to return value to shareholders through sustainable growth in ordinary dividends. Our strategy is focused on Greater China and South East Asia, where we seek to grow our core divisions of Property, Beverages and Aviation. New areas of growth, such as healthcare and sustainable foods are being targeted under a new division, Swire Investments.

Our Values

Integrity, endeavour, excellence, humility, teamwork, continuity.

Our Core Principles

- We focus on Asia, principally Greater China, because of its strong growth potential and because it is where the Group has long experience, deep knowledge and strong relationships.
- We mobilise capital, talent and ideas across the Group. Our scale and diversity increase our access to investment opportunities.
- We are prudent financial managers. This enables us to execute long-term investment plans irrespective of short-term financial market volatility.
- We recruit the best people and invest heavily in their training and development. The welfare of our people is critical to our operations.
- We build strong and lasting relationships, based on mutual benefit, with those with whom we do business.
- We invest in sustainable development, because it is the right thing to do and because it supports long-term growth through innovation and improved efficiency.
- We are committed to the highest standards of corporate governance and to the preservation and development of the Swire brand and reputation.

Our Investment Principles

- We aim to build a portfolio of businesses that collectively deliver a steady dividend stream over time.
- We are long-term investors. We prefer to have controlling interests in our businesses and to manage them for long-term growth. We do not rule out minority investments in appropriate circumstances.
- We concentrate on businesses where we can contribute expertise, and where our expertise can add value.
- We invest in businesses that provide high-quality products and services and that are leaders in their markets.
- We divest from businesses which have reached their full potential under our ownership, and recycle the capital released into existing or new businesses.

OUR BUSINESSES

Operating within three core divisions (Property, Beverages and Aviation), Swire Pacific undertakes a wide range of commercial activities.

Swire Properties' shopping malls are home to more than 2,200 retail outlets. Its offices house a working population estimated to exceed 75,000. In Hong Kong, Swire Properties is one of the largest commercial landlords and operators of retail space, principally through the ownership and management of its core centres at Pacific Place and Taikoo Place. In the Chinese Mainland, it has developed six retail-led mixed-use projects, in Beijing, Guangzhou, Chengdu and Shanghai. In the USA, it has a mixed-use development in Miami.

Our Beverages Division sold the products of The Coca-Cola Company to a franchise population of 762 million people in Greater China and the USA at the end of 2021. These products comprised 18 carbonated and 44 non-carbonated brands.

Cathay Pacific, with its subsidiaries HK Express and Air Hong Kong, had 234 aircraft at the end of 2021, of which 74 were held at parking locations outside of Hong Kong. Immediately prior to the onset of COVID-19, the Cathay Pacific group directly connected Hong Kong to 119 destinations in 35 countries worldwide (255 and 54 respectively with codeshare agreements), including 26 destinations in the Chinese Mainland. Cathay Pacific has an interest of 18.13% in Air China.

HAECO is a leading provider of international aircraft maintenance and repair services. In 2021, the HAECO group, operating from bases in Hong Kong, the Chinese Mainland and the USA, performed work for almost 400 airlines and other customers.

The Group has three associate investments in the healthcare sector in the Yangtze River Delta and the Greater Bay Area. We will continue to seek investment opportunities in private healthcare services, particularly in major city clusters in the Chinese Mainland.

In September 2021, the Group completed the sale of its 50% interest in the HUD group. In March 2022, the Group entered into a sale and purchase agreement to dispose of its interest in the Swire Pacific Offshore group. We will no longer operate any marine services business.

Swire Pacific is one of Hong Kong's largest and oldest employers, where we have over 30,000 employees. In the Chinese Mainland, we have over 34,000 employees. Globally, we employ over 80,000 staff.